

ACTEDS COMPETENCIES  
CAREER FIELD 51 (MWR)  
FINANCIAL MANAGEMENT FUNCTIONAL AREA  
(SERVICES FUNCTIONS MERGED)

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LEGEND:

FMC - 0505: Financial Management Chief - (100)  
FBA - 0560: Budget Analyst - (200)  
FMA - 1160: Financial Management Analyst - (300)  
MKG - 1101: Marketing Chief - (400)  
CON - 1102: Contracting Chief - (500)  
TNG - 1712: Training Chief - (600)  
WHS - 6907: Warehousing Chief - (700)  
SUP - 2001: Supply Chief - (800)  
MAI - 4749: Maintenance Chief - (900)  
RCY - 0301: Recycling Chief - (1100)  
ISO - 0334: Information Services Officer - (1200)

KNOWLEDGE	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X	X	X	X	X	X	X	X
K002. Knowledge of DoD and Army peculiarities (e.g., acronyms, MWR activity categories, traditions, military rank structure, and similarities and differences between military and civilian personnel).	X	X	X	X	X	X	X	X	X	X	X
K003. Knowledge of historical background of MWR programs and direction.	X	X	X	X	X	X	X	X	X	X	X
K004. Knowledge of office automation applications (e.g., word processing, spreadsheets, graphics, and database management).	X	X	X	X	X	X	X	X	X	X	X

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KNOWLEDGE	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
K005. Knowledge of MWR Commercial Sponsorship Program, and marketing practices (e.g., Market Plan: environmental analysis, needs assessment, vision development, strategy development, written plan, implementation, evaluation).	X			X	X						
K006. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) accounting structure and systems.	X	X	X	X	X	X	X	X	X	X	X
K007. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) budget formulation and associated documents (e.g., schedules, exhibits, program budget guidance, APF/NAF Major Construction, NAF Capital Purchase and Minor Construction, APF/NAF Synchronization Budget, 5-year Plan, etc.)	X	X	X	X	X	X	X	X	X	X	X
K008. Knowledge of budget execution phases (e.g.,	X	X	X	X	X	X	X	X	X	X	X

obligations, commitments, disbursements,  
unobligated balances, outlays).

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K009. Knowledge of budget analysis techniques used to evaluate APF and NAF financial statements (e.g., validation and identification of trends, resource requirements, acid test, financial management analysis, break-even analysis, average inventory turnover, cost-of-goods sold).	X	X	X	X	X	X	X	X	X	X	X
K010. Knowledge of the NAF Risk Management Program (RIMP).	X	X	X	X	X	X	X	X	X	X	X
K011. Knowledge of NAF internal controls regulations and procedures (e.g., cash controls, retail sales accountability, cash counts, petty cash fund).	X	X	X	X	X	X	X	X	X	X	X
K012. Knowledge of manpower resource management (e.g., Schedule X and Table of Distribution and Allowances (TDA), manpower surveys, Program Analysis Resource Review (PARR), and NAF Personnel Requirements Document (PRD)).	X	X	X	X	X	X	X	X	X	X	X

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K013. Knowledge of APF and NAF acquisition, procurement, and contracting (e.g., Blanket Purchase Agreements [BPAs], NAF Purchase Request, Order for Supplies or Service/Request for Quotations [DA FORM 4067-R], emergency purchase procedures, source lists, Contracting Officer Representative [COR]) regulations and procedures).	X	X	X	X	X	X	X	X	X	X	X
K014. Knowledge of APF and NAF property management (e.g., fixed assets, end-of-month inventory, relationship with Central Accounting Office [CAO], disposition, lost and transfer of property, Report of Survey, property book accountability).	X	X	X	X	X	X	X	X	X	X	X
K015. Knowledge of accepted customer relations/service practices, techniques, and programs.	X	X	X	X	X	X	X	X	X	X	X
K016. Knowledge of career planning goals, policies, procedures, and training.	X	X	X	X	X	X	X	X	X	X	X
K017. Knowledge of group dynamics and its impact on	X	X	X	X	X	X	X	X	X	X	X

meeting organizational goals.											
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K018. Knowledge of the organizational leadership elements of purpose, direction, and motivation.	X	X	X	X	X	X	X	X	X	X	X
K019. Knowledge of leadership and management behaviors and techniques, including understanding of the Army's leadership competencies and the Office of Personnel Management's managerial competencies.	X	X	X	X	X	X	X	X	X	X	X
K020. Knowledge of current management innovations and trends and external events and attitudes that influence decisions.	X	X	X	X	X	X	X	X	X	X	X
K021. Knowledge of creative problem-solving, decision-making, and strategic planning techniques.	X	X	X	X	X	X	X	X	X	X	X
K022. Knowledge of Total Army Quality concepts and	X	X	X	X	X	X	X	X	X	X	X

K018. Knowledge of the organizational leadership elements of purpose, direction, and motivation.	X	X	X	X	X	X	X	X	X	X	X
applications.											

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K101. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of financial management (e.g., AR 215-1, AR 215-5, NAF Budget, APF Budget, RIMP, financial analysis, variance analysis, cash control, Mobilization/Contingency Plan and Implementation).	X	X	X								
K102. Knowledge of relevant business and administrative practices associated with the operation of managing revenue-producing activities in government and private sector (e.g., snack bar, campground, retail sales, inventory control).	X	X	X								
K103. Knowledge of generally accepted principles, standards, and theories of accounting (e.g., double-entry accounting, accruals, balance sheets, income statements).	X	X	X								
K104. Knowledge of methodologies and techniques to balance and prioritize programs within total resource availability (e.g., decision analysis, functional and program reviews such as Program	X	X	X								



K101. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of financial management (e.g., AR 215-1, AR 215-5, NAF Budget, APF Budget, RIMP, financial analysis, variance analysis, cash control, Mobilization/Contingency Plan and Implementation).	X	X	X								
Budget Committees (PBCs), Program Budget Advisory Committees (PBACs), or command specific equivalents).											

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KNOWLEDGE

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K105. Knowledge of manpower management and organizational functions to include requirements determination, allocation, utilization, documentation, and reporting processes.	X	X	X								
K106. Knowledge of validation/cost techniques (e.g., past performance review, cost estimating, resource availability, unresourced requirements).	X	X	X								
K107. Knowledge of methodologies and techniques to balance and prioritize programs within total	X	X	X								

K105. Knowledge of manpower management and organizational functions to include requirements determination, allocation, utilization, documentation, and reporting processes.	X	X	X								
resource availability.											
K108. Knowledge of program analysis and evaluation (e.g., analysis of program policies, source estimates and utilization, balances within and between programs), including program issues and analytical techniques to measure progress toward objectives and to identify actual or potential problems, trends, and accomplishments.	X	X	X								
K109. Knowledge of commercial entertainment (e.g., procurement, payments, royalties, and copyrights).	X			X	X						

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K110. Knowledge of Management Control Program policy, procedures, and processes (AR 11-2).	X	X	X	X	X	X	X	X	X	X	X

K110. Knowledge of Management Control Program policy, procedures, and processes (AR 11-2).	X	X	X	X	X	X	X	X	X	X	X
K111. Knowledge of base operations (BASOPS).	X	X	X	X	X	X	X	X	X	X	X
K112. Knowledge of program administration/ management procedures and processes (e.g., planning study, data collection techniques, data analysis, report preparation and presentation).	X	X	X	X	X	X	X	X	X	X	X
K113. Knowledge of standard first aid and basic CPR techniques.	X	X	X	X	X	X	X	X	X	X	X
K114. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Services programs and operations (e.g., warehousing, NAF contracting and procurement, marketing, distribution, supply recycling, training, management information, facility and equipment maintenance, inventory and property control).	X										

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KNOWLEDGE	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
K201. Knowledge of procedures in calculating nonappropriated fund CPMC execution percentages.	X	X									
K202. Knowledge of budget formulation and associated documents (e.g., schedules, exhibits, Nonappropriated Fund Program Budget Guidance).	X	X	X								
K301. Knowledge of analytical methods and accounting procedures used to interpret financial reports and statements (e.g., ratio analysis, account relationships) and provide advice, consultation, and assistance to program directors/functional managers.	X	X	X								
K302. Knowledge of concepts, principles, and procedures for performing economic analysis (e.g., cost-benefit analysis, payback, return-on-investment, present value, treatment for inflation).	X	X	X								
K303. Knowledge of mathematical and statistical applications (e.g., analysis of variance, confidence intervals, probability, regression, correlation, sampling theory, hypothesis testing, trend analysis, linear programming).	X		X								

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K401. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Marketing and Advertising programs and operations.	X			X							
K402. Knowledge of techniques and methods of conducting and analyzing surveys of patrons and competing programs/services.				X							
K403. Knowledge of marketing, economics analysis, business practices and procedures in service and resale industries.				X							
K404. Knowledge of various print media and reproduction process.				X							
K405. Knowledge of factors used in identifying products and services that can be retailed on the installation.				X							

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K406. Knowledge of concept, design, style, format, and cost analysis for market promotional programs/projects (e.g., flyers, banners, newspaper ads, posters, special events, give-aways, discount coupons).				X							
K407. Knowledge of contracting rules and procedures (APF and NAF) applicable to advertising and marketing contracts with commercial and government sources.				X							
K408. Knowledge of market structure and trends, competitive relationship, retail and wholesale trade practices and restrictions.				X							
K409. Knowledge of distribution channels and costs, business financing, and credit practices.				X							
K410. Knowledge of principles of advertising and consumer motivation to attain increased retail				X							

K406. Knowledge of concept, design, style, format, and cost analysis for market promotional programs/projects (e.g., flyers, banners, newspaper ads, posters, special events, give-aways, discount coupons).				X							
revenues, higher net-income results, and improved services.											

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K411. Knowledge of military customs and protocol.				X							
K501. Knowledge of federal/DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of NAF Contracting services and operations.	X				X						
K502. Knowledge of methodology for preparing, maintaining, and updating the Acquisition Plan.	X				X						
K503. Knowledge of the technical and administrative requirements in developing evaluation criteria and source selection plans.				X	X						
K504. Knowledge of available Nonappropriated Fund Contracting policy, documents (e.g., regulation [AR 215-4], circulars, directives) needed to contract or procure utilizing nonappropriated funds (NAF).	X				X						





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K505. Knowledge of methodology and procedures for determining the most appropriate type of contract, agreement, or purchase, given the nature of the requirement and market condition (e.g., firm fixed-price, indefinite quantity, indefinite delivery, cost-plus, fixed-fee).	X				X						
K506. Knowledge of contract clauses and provisions and applicability (e.g., special packaging instructions, use of government-furnished property, or first article testing or pre-production samples).					X						
K507. Knowledge of special program considerations (e.g., small business and disadvantaged business set-asides or labor surplus areas).					X						
K508. Knowledge of principles in determining adequate competition is justified given the nature of the requirement, market conditions and					X						

K505. Knowledge of methodology and procedures for determining the most appropriate type of contract, agreement, or purchase, given the nature of the requirement and market condition (e.g., firm fixed-price, indefinite quantity, indefinite delivery, cost-plus, fixed-fee).	X				X						
procedural constraints.											

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K509. Knowledge of how to advise and assist NAF activities in developing and maintaining program plans, budgets, and schedules to reflect procurement lead times and market conditions, (e.g., vendor delivery terms, procurement strategies).					X						
K510. Knowledge of how to identify and establish sources of supplies or services and conduct business-related market research.				X	X						
K511. Knowledge of NAF procurement practices and procedures.	X			X	X						
K512. Knowledge of principles and criteria used to determine the most appropriate method of procurement given the nature of the requirement and market conditions (e.g., small purchase procedures,					X						

K509. Knowledge of how to advise and assist NAF activities in developing and maintaining program plans, budgets, and schedules to reflect procurement lead times and market conditions, (e.g., vendor delivery terms, procurement strategies).					X						
oral versus written solicitation, sealed bidding, competitive negotiations or two-step sealed bidding).											

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K513. Knowledge of procedures used in contract negotiations, contract cost principles and standards.					X						
K514. Knowledge of the technical and administrative requirements in preparing solicitation documents.					X						
K515. Knowledge of methodology in evaluating and responding to pre-award inquiries concerning solicitations.					X						
K516. Knowledge of methodology in amending solicitations, extending the solicitation period, and canceling solicitations.					X						
K517. Knowledge of methodology that must be used in evaluating bids/proposals, including such aspects as disposing of late bids, determining responsiveness, and determining the lowest total					X						

K513. Knowledge of procedures used in contract negotiations, contract cost principles and standards.					X						
price bid/quotation.											

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K518. Knowledge of methodology and techniques used in developing negotiation strategies, tactics, and conducting negotiation conferences with offeror's representative.					X						
K519. Knowledge of techniques used in developing recommendations on selection, awarding, and providing notice of award.					X						
K520. Knowledge of verbal techniques required to brief unsuccessful offerors and conduct post-award orientations to successful offerors.					X						
K521. Knowledge of technical and administrative requirements used in NAF contract administration.	X				X						
K522. Knowledge of principles used in developing contract administration plans and techniques used in instructing technical representatives and					X						



K518. Knowledge of methodology and techniques used in developing negotiation strategies, tactics, and conducting negotiation conferences with offeror's representative.					X						
function specialists (e.g, roles, authority, responsibilities, limits).											

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KNOWLEDGE	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
K523. Knowledge of the procedures and practices in modifying contracts through administrative modifications, change orders, supplemental agreements, or exercising options.					X						
K524. Knowledge of methodology for determining contract progression and compliance (e.g., contract schedule, approval/denial of performance time extensions, inspection/acceptance procedures, requirements, and practices).					X						
K525. Knowledge of technical and administrative procedures in determining and issuing stop or resume work orders, termination of contracts for default or convenience of the government (e.g., show cause notices, refusal to accept deliveries, assessment of liquidated damages, negotiation of consideration for delinquent).					X						
K526. Knowledge of procedures for initiating					X						

K523. Knowledge of the procedures and practices in modifying contracts through administrative modifications, change orders, supplemental agreements, or exercising options.					X						
adverse actions for fraud and other civil or criminal offenses, and principles used to select evidence on performance failings for referral to debarment officials.											

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**KNOWLEDGE**

FMC FBA FMA MKG CON TNG WHS SUP MAI RCY ISO

K527. Knowledge of technical and administrative requirements for issuing payments to contractors (e.g., requests for progress payments, processing of contractor invoices, release of claims, assignment of payments, adjusting contract fund requirements, withholding and set-off of payments).	X				X						
K528. Knowledge of methodology in implementing contract closeout.					X						

K527. Knowledge of technical and administrative requirements for issuing payments to contractors (e.g., requests for progress payments, processing of contractor invoices, release of claims, assignment of payments, adjusting contract fund requirements, withholding and set-off of payments).	X				X						
K529. Knowledge of methodology for reviewing and accepting contractor's accounting and cost estimating systems and techniques used in monitoring contractor's financial conditions.					X						
K530. Knowledge of principles and methodology used in settling claims and determining the validity of claims and dispute process.					X						
K531. Knowledge of criteria used to determine the requirements of desirability of bonds and procedures to secure and administer bonds.					X						

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KNOWLEDGE

FMC FBA FMA MKG CON TNG WHS SUP MAI RCY ISO

K532. Knowledge of principles and procedures in reviewing, determining, and approving/denying contractor's request for the use of government property, special tooling, and special test equipment as a part of the contract.					X						
K533. Knowledge of business and industry practices, sources of supply, cost factors, and requirements characteristics.					X						
K601. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Civilian (APF and NAF) Training Programs.						X					
K602. Knowledge of the methods and techniques for "adult learning" and instruction.						X					
K603. Knowledge of conducting needs assessment (training survey) and task analysis to determine desired learning objectives.						X					
K604. Knowledge of training forms and records to include Individual Development Plans (IDPs).	X	X	X	X	X	X	X	X	X	X	X

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KNOWLEDGE	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
K605. Knowledge of available training sources to include the installation, local schools, colleges, universities, and the Community and Family Support Training Center.	X	X	X	X	X	X	X	X	X	X	X
K701. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR warehousing services and operations (e.g., receiving, storing, issuing, and inventorying).	X						X	X			
K702. Knowledge of warehouse design, maintenance, and planning to include arranging stock for maximum convenience of handling, ease of movement, protection from damage, deterioration, and pilferage.							X	X			
K703. Knowledge of turnover rates and establishment and maintenance of appropriate (par) stockage levels.	X						X	X			
K704. Knowledge of warehouse inventory procedures.	X						X	X			

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KNOWLEDGE	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
K705. Knowledge of shipping procedures and documents to include way bills, government bills of lading (GBL), railroad manifest sheets, and carrier arrival notices.	X				X		X	X			
K706. Knowledge of federal/DoD/DA/CFSC fire, health, safety and accident prevention regulations and procedures as they relate to warehousing and storage.	X						X	X		X	
K801. Knowledge of DoD/DA/CFSC policies, regulations and procedures, program standards pertaining to the execution of Supply services and operations.	X							X			
K802. Knowledge of inventory accounting.							X	X			
K803. Knowledge of APF and NAF supply requisition methodology.	X							X			

K705. Knowledge of shipping procedures and documents to include way bills, government bills of lading (GBL), railroad manifest sheets, and carrier arrival notices.	X				X		X	X			
K804. Knowledge of logistics policy.								X			
K805. Knowledge of inventory management policy.							X	X			

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KNOWLEDGE	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
K806. Knowledge of supply program management.	X							X			
K807. Knowledge of material distribution.							X	X			
K808. Knowledge of equipment authorization.							X	X	X		
K901. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Maintenance									X		



K806. Knowledge of supply program management.	X							X			
services and operations (e.g., NAF Capital Purchase and Minor Construction (CPMC) and APF/NAF Major Construction, carpentry, painting, plumbing, MWR equipment repair, and motor vehicle repair).											
K902. Knowledge to coordinate on Capital Purchase and Minor Construction (CPMC) and APF/NAF Major Construction with the Directorate of Engineering and Housing (DEH) and other staff proponents.	X								X		
K903. Knowledge in maintenance methods for a combination of trades to include carpentry, painting, and plumbing.									X		

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KNOWLEDGE

FMC FBA FMA MKG CON TNG WHS SUP MAI RCY ISO

K904. Knowledge of the various hand and power trade tools used in the carpentry, painting, and plumbing trades.									X		
K1101. Knowledge of federal/state/DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Recycling Program and operations.	X									X	
K1102. Knowledge of various recyclable materials, collection, separation, processing, storage, and recovery procedures.	X				X		X	X	X	X	
K1103. Knowledge of various pieces of equipment utilized in recycling (e.g., materials handling equipment, other special purpose motor vehicles, boom crane, fork lifts, balers, glass crushers, conveyors) and procedures for safe operation.							X	X	X	X	
K1104. Knowledge of record keeping procedures regarding recyclable materials.	X						X	X		X	

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KNOWLEDGE	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
K1105. Knowledge of market conditions and prices in order to determine if to sell, or hold, to obtain the best price.					X					X	
K1201. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of MWR Information Systems program and services.	X										X
K1202. Knowledge of computer systems analysis and design procedures, practices, and techniques.											X
K1203. Knowledge of computer information system development and management.											X
K1204. Knowledge of advanced computer language and programming techniques (e.g., FORTRAN, COBOL, C, DBASE).											X
K1205. Knowledge of fourth-generation computer languages (4GL).											X

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KNOWLEDGE	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
K1206. Knowledge of integrated data processing concepts and techniques.											X
K1207. Knowledge of database design, development, and administration.											X
K1208. Knowledge of computer system network design, development, and interface (includes local area networks, wide area networks, and peer-to-peer networks).											X
K1209. Knowledge of network administration requirements, procedures, and practices.											X
K1210. Knowledge of computer system component/hardware integration and configuration.											X
K1211. Knowledge of computer system software integration techniques, practices, and procedures.											X

K1206. Knowledge of integrated data processing concepts and techniques.											X
K1212. Knowledge of network operating system software.											X

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**KNOWLEDGE**

FMC FBA FMA MKG CON TNG WHS SUP MAI RCY ISO

K1213. Knowledge of data communications and transfer procedures, techniques, and practices											X
K1214. Knowledge of remote communications techniques, practices, and procedures.											X
K1215. Knowledge of general computer system troubleshooting procedures, practices, and techniques.											X
K1216. Knowledge of computer/ADP system security practices, procedures, and techniques.											X

K1213. Knowledge of data communications and transfer procedures, techniques, and practices											X
K1217. Knowledge of the Army Information Resources Management Program (AR 25-1).											X
K1218. Knowledge of Army Life Cycle Management of Information Systems (AR 25-3).											X
K1219. Knowledge of Safeguarding Defense Information Program (AR 380-5).											X

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**SUPERVISORY KNOWLEDGE**

**FMC FBA FMA MKG CON TNG WHS SUP MAI RCY ISO**

S001. Knowledge of federal and NAF position management and classification systems (e.g., job descriptions, position classification standards, NAF Personnel Requirements Document [PRD], Table of Distribution and Allowances [TDA]).	X	X	X	X	X	X	X	X	X	X	X
S002. Knowledge of employee development (e.g., performance appraisal, performance and career counseling, career appraisal Individual Development Plan [IDP], training and professional development opportunities and assignments, short- and long-term training).	X	X	X	X	X	X	X	X	X	X	X
S003. Knowledge of Nonappropriated Fund (NAF) and federal merit promotion/internal placement procedures. Includes: NAF Central Referral System, NAF Personnel System Modernization, NAF Pay Banding, reinstatement eligible, and the effects of the special placement programs (e.g., priority placement, military spouse preference) on these procedures.	X	X	X	X	X	X	X	X	X	X	X





disciplinary procedures, awards, labor schedule [DA FORM 5555-E], and labor/union relations).											
S007. Knowledge of supervisory responsibilities in management of technical projects and personnel in development of integrated computer management information systems.											X

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ABILITIES	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
A001. Ability to direct work activities: Encompasses ability to assign or delegate work, to monitor the work of others, and to provide on-the-job training.	X	X	X	X	X	X	X	X	X	X	X
A002. Ability to communicate orally: Encompasses ability to brief, instruct, explain, advise, negotiate, or persuade.	X	X	X	X	X	X	X	X	X	X	X
A003. Ability to plan and organize: Encompasses ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.	X	X	X	X	X	X	X	X	X	X	X
A004. Human relations ability: Encompasses ability to interact with others in one-to-one or group situations (often called "teamwork," "cooperation," "interpersonal skills," "ability to meet and deal," "tact," and "diplomacy"). Works with supervisors and others to achieve organizational goals.	X	X	X	X	X	X	X	X	X	X	X



A008. Ability to initiate action: Encompasses ability to independently originate action (one who demonstrates this ability is often called a "self-starter").	X	X	X	X	X	X	X	X	X	X	X
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ABILITIES	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
A009. Ability to identify and apply different methods of conflict management, problem-solving, and decision-making.	X	X	X	X	X	X	X	X	X	X	X
A010. Ability to apply effective leadership style or follower feedback style in a given situation.	X	X	X	X	X	X	X	X	X	X	X
A011. Ability to understand how individual values affect decisions and professional ethics.	X	X	X	X	X	X	X	X	X	X	X
A012. Ability to identify strategies for effective decision-making in supervising subordinates as well as molding cohesive workteams through planning, good communications, proper motivation, counseling, and conflict management.	X	X	X	X	X	X	X	X	X	X	X
A013. Ability to understand the role of values and ethics in supervision.	X	X	X	X	X	X	X	X	X	X	X

A014. Ability to use a systems model in assessing organization operation/performance.	X	X	X	X	X	X	X	X	X	X	X
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ABILITIES	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
A015. Ability to recognize and develop human potential and increase productivity through sound management practices.	X	X	X	X	X	X	X	X	X	X	X
A016. Ability to understand power and authority in management.	X	X	X	X	X	X	X	X	X	X	X
A017. Ability to understand management and motivation, including value clarification.	X	X	X	X	X	X	X	X	X	X	X
A018. Ability to understand organizational functioning through basic systems models.	X	X	X	X	X	X	X	X	X	X	X
A019. Ability to recognize stages of group development and signs in building cohesive, high-performance teams.	X	X	X	X	X	X	X	X	X	X	X
A020. Ability to lead more effectively through awareness of importance of values and ethics and	X	X	X	X	X	X	X	X	X	X	X

application of sound management practices.											
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**ABILITIES**

**FMC FBA FMA MKG CON TNG WHS SUP MAI RCY ISO**

A021. Ability to write newspaper, magazine, bulletin, radio and TV releases and announcements.				X							
A022. Ability to advise and assist requesting activities in formulating purchase requests for small purchases.					X						
A023. Ability to develop, maintain, and update informal acquisition plans and milestones for complex small purchases.					X						
A024. Ability to apply procedures for making awards under small purchase thresholds.					X						



A021. Ability to write newspaper, magazine, bulletin, radio and TV releases and announcements.				X							
A025. Ability to develop computer information system design and integration plans.											X
A026. Ability to analyze computer information systems, determine modification requirements and enhancements, and recommend upgrades.											X

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ABILITIES	FMC	FBA	FMA	MKG	CON	TNG	WHS	SUP	MAI	RCY	ISO
A027. Ability to design a management information system network.											X
A028. Ability to perform network system supervisory and administrator tasks.											X
A029. Ability to develop and document computer applications software.											X
A030. Ability to develop and perform computer system application software qualification tests.											X
A031. Ability to present effective user training for hardware and software.											X
A032. Ability to conduct in-progress reviews of computer applications and computer system											X

A027. Ability to design a management information system network.											X
development by third-party vendors and validate compliance with specifications.											

MASTER TRAINING PLAN

FINANCIAL MANAGEMENT FUNCTIONAL AREA  
(WITHOUT SERVICES FUNCTIONS)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
ENTRY/ TRAINEE	NF 3 GS 5-7	MANDATORY, PRIORITY 1:	
		<b>Intern Leadership Development Course</b>	K001, K016, K017,
		Center for Army Leadership	A002, A004, A005,
		Fort Leavenworth, KS (1 week)	A007, A008, A009,
			A010, A011, A012
		<b>TARGET:</b> NAF Management Trainees or APF Interns	
		MANDATORY, PRIORITY 2:	
		<b>Community and Family Support Management Course</b>	K001, K002, K003,
		Community and Family Support Training Center	K004, K005, K006,
		Falls Church, VA (3 weeks)	K007, K008, K009,
			K010, K011, K012,
		<b>TARGET:</b> New MWR Managers, NAF Management	K013, K014, K015,
		Trainees/APF Interns	K103, K201, K202,
			K604, K605
		<b>Basic NAF Accounting-Correspondence</b>	K006, K007, K008,
		Army Institute for Professional Development	K103
		U.S. Army Training Support Center	
		Fort Eustis, VA	
		<b>TARGET:</b> Financial Management and Budget Analysts	
		<b>Introduction to Nonappropriated Funds</b>	K006, K007, K009,
		<b>and Central Accounting Office Operations-</b>	K018
		<b>Correspondence</b>	
		Army Institute for Professional Development	

U.S. Army Training Support Center  
Fort Eustis, VA

**TARGET:** Financial Management and Budget Analysts

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>TRAINING/RECOMMENDED SOURCE</u></b>	<b><u>COMPETENCIES</u></b>
<b>ENTRY/ TRAINEE</b>	NF 3 GS 5-7	RECOMMENDED, PRIORITY 3:	
		<b>Effective Army Writing</b> Local CPO/on site (1 week)	A006
		<b>TARGET:</b> All	
		<b>Standard First Aid and Basic CPR</b> Local CPO or American Red Cross	K113
		<b>TARGET:</b> All	
<b>SPECIALIST</b>	NF 4 GS 9-12	MANDATORY, PRIORITY 1:	
		<b>Supervisor Development Course-Correspondence</b> (local CPO on-site supplement) Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA	A003, A004, A005, A007, A008, A012, S001, S002, S003, S004, S005, S006
		<b>TARGET:</b> New Supervisors	
		<b>Leadership Education and Development Course</b> Center for Army Leadership Fort Leavenworth, KS, or on-site locally (1 week)	A003, A004, A005, A007, A008, A012
		<b>TARGET:</b> New Supervisors	

MANDATORY, PRIORITY 2:

**Controlling Central Accounting Operations-  
Correspondence**

K006, K007, K011,  
K103, K104

Army Institute for Professional Development  
U.S. Army Training Support Center  
Fort Eustis, VA

**TARGET:** Financial Management and Budget Analysts

**CAREER  
PHASE**

**GRADE**

**TRAINING/RECOMMENDED SOURCE**

**COMPETENCIES**

**SPECIALIST**

NF 4  
GS 9-12

MANDATORY, PRIORITY 2:

**Preparing NAF Financial Statements-Correspondence** K103

Army Institute for Professional Development  
U.S. Army Training Support Center  
Fort Eustis, VA

**TARGET:** Financial Management and Budget Analysts

**Analyzing NAF Financial Statements-Correspondence**

K103, K201, K301,  
K302, K303

Army Institute for Professional Development  
U.S. Army Training Support Center  
Fort Eustis, VA

**TARGET:** Financial Management and Budget Analysts

**Budgeting for Morale, Welfare, and Recreation  
Operations-Correspondence**

K006, K007, K008

Army Institute for Professional Development  
U.S. Army Training Support Center  
Fort Eustis, VA

**TARGET:** Financial Management and Budget Analysts

RECOMMENDED, PRIORITY 3:

**Planning, Programming, Budgeting, and Execution Systems (PPBES)** K007, K009

U.S. Army Finance School

Fort Benjamin Harrison, IN (9 days)

**TARGET:** Financial Management and Budget Analysts

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
<b>MANAGERIAL</b>	NF 4-5 GS 12-14	MANDATORY, PRIORITY 1:  <b>Manager Development Course-Correspondence</b> Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA  <b>TARGET:</b> New Managers	K001, K016, K017, K018, K019, K020, K021, A002, A004, A006, A010, A011, A012, A013, A014, A015
		MANDATORY, PRIORITY 2:	

<b>Organizational Leadership for Executives</b>	K018, K021, A002,
Center for Army Leadership	A003, A004, A009,
Fort Leavenworth, KS (2 weeks)	A010, A011, A013,
	A014, A015, A019

**TARGET:** New Managers

<b>Division Chiefs' Course</b>	K001, K003, K005,
Community and Family Support Training Center	K006, K008, K009,
Falls Church, VA (3 weeks)	K011, K012, K016,
	K017, K018, K019,
<b>TARGET:</b> Financial Management Division Chiefs	K020, K021, K101,
	K102, K103, K111

<b>Personnel Management for Executives</b>	A002, A004, A006,
Army Center for Civilian Human Resource	A010, A011, A012,
Management (Taught at regional training	A013, A016, A017,
centers)(1.3 weeks)	A019, A020

**TARGET:** Managers (To be scheduled after several years of managerial experience)

<b>Writing Effective Budget Justification</b>	K008
OPM Regional Training Centers (1 week)	

**TARGET:** Financial Management Managers



<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
<b>MANAGERIAL</b>	NF 4-5	MANDATORY, PRIORITY 2:	
	GS 12-14	<b>Budget Presentation and Justification</b> OPM Regional Training Centers (1 week)	K009
		<b>TARGET:</b> Financial Management Managers	
		RECOMMENDED, PRIORITY 3:	
		<b>Division Chiefs' Course (Services break-out session)</b> Community and Family Support Training Center Falls Church, VA (3 weeks)	K001, K003, K005, K006, K008, K009, K011, K012, K016, K017, K018, K019, K020, K021, K401, K501, K601, K701, K801, K901, K1101, K1201
		<b>Army Installation Management Course</b> Army Logistics Management College Fort Lee, VA (3 weeks)	K001, K002, K111, A012
		<b>TARGET:</b> Managers	
		COMPETITIVE PROFESSIONAL DEVELOPMENT	
		<b>Army Management Staff College</b> Fort Belvoir, VA (14 weeks)	K001, K018, K019, K020, K021, K022, K111, K112, A002, A005, A006, A012, A015
		<b>TARGET:</b> NF 4-5, GS 12-14 (GS 15 may apply by exception)	

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
<b>EXECUTIVE</b>	NF 5-6 GS 13-15	MANDATORY, PRIORITY 1:	
		NONE	
		MANDATORY, PRIORITY 2:	
		<b>Director, Personnel and Community Activities Course</b> Community and Family Support Training Center Falls Church, VA (3 weeks)	K001, K003, K005, K006, K007, K008, K009, K012, K013, K016, K017, K018, K019, K020, K021,
		<b>TARGET:</b> Senior MWR Managers	A001, A002, A003, A004, A005, A006
		<b>Labor Negotiations Seminar</b> Army Center for Civilian Human Resource Management Lancaster, PA (3 days)	A012, S001, S003, S006
		<b>TARGET:</b> Senior MWR Managers	
		RECOMMENDED, PRIORITY 3:	
		<b>Strategic Planning</b> U.S. Army Management Engineering College Rock Island, IL (3 days)	A012
		<b>TARGET:</b> Senior MWR Managers	
		<b>Total Quality Management for Executives</b>	K018, K019, K022,

U.S. Army Management Engineering College  
Rock Island, IL (2 days)

A012

**TARGET:** Senior MWR Managers

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
<b>EXECUTIVE</b>	NF 5-6 GS 13-15	<p>RECOMMENDED, PRIORITY 3:</p> <p><b>Labor and Employee Relations and Equal Opportunity for Executives</b> Army Center For Civilian Human Resource Management Lancaster, PA (4 days)</p> <p><b>TARGET:</b> Senior MWR Managers</p> <p>COMPETITIVE PROFESSIONAL DEVELOPMENT</p> <p>SENIOR SERVICE COLLEGES:  <b>National War College</b>  <b>Army War College</b>  <b>Industrial College of the Armed Forces</b>  Fort McNair, VA (1 year)</p> <p><b>TARGET:</b> Senior Managers (GS 14-15) and NF equivalent</p>	<p>A012, S001, S003, S006</p> <p>A001, A002, A003, A004, A005, A006, A007, A008, and knowledge of issues associated with national security</p>
<b>SENIOR EXECUTIVE</b>	NF 6	<p>MANDATORY, PRIORITY 1:</p> <p><b>Center for Creative Leadership -</b></p>	A004

**Leadership Development Program**  
Greensboro, NC (1 week)

**TARGET:** New NF 6

**MASTER TRAINING PLAN**  
**FINANCIAL MANAGEMENT FUNCTIONAL AREA**  
**(SERVICES FUNCTIONS INCLUDED)**

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>TRAINING/RECOMMENDED SOURCE</u></b>	<b><u>COMPETENCIES</u></b>
<b>ENTRY/ TRAINEE</b>	NF 3 GS 5-7	MANDATORY, PRIORITY 1:	
		<b>Intern Leadership Development Course</b>	K001, K016, K017,
		Center for Army Leadership	A002, A004, A005,
		Fort Leavenworth, KS (1 week)	A007, A008, A009,
			A010, A011, A012
		<b>TARGET:</b> NAF Management Trainees or APF Interns	
		MANDATORY, PRIORITY 2:	
		<b>Community and Family Support Management Course</b>	K001, K002, K003,
		Community and Family Support Training Center	K004, K005, K006,
		Falls Church, VA (3 weeks)	K007, K008, K009,
			K010, K011, K012,
		<b>TARGET:</b> New MWR Managers, NAF Management	K013, K014, K015,
		Trainees/APF Interns	K401, K405, K406,
			K408, K501, K503,
			K504, K505, K506,
			K510, K511, K533,
			K604, K605, K803,
			K808
		<b>Nonappropriated Fund Contracting Course (BASIC)</b>	K407, K501, K503,
		Community and Family Support Training Center	K504, K505, K506,
		Falls Church, VA (1 week)	K507, K508, K509,
			K510, K511, K512,
		<b>TARGET:</b> Entry NAF Contracting Specialists,	K513, K521, K522,
		Marketing Specialists	K523, K524, K526,
			K527, K532, A022,
			A023, A024

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
<b>ENTRY/ TRAINEE</b>	NF 3 GS 5-7	RECOMMENDED, PRIORITY 3:	
		<b>Nonappropriated Fund Contracting Course (ADVANCED)</b> Community and Family Support Training Center Falls Church, VA (2 week)	K501, K503, K504, K505, K506, K507, K508, K509, K510, K511, K512, K513, K514, K515, K516, K517, K518, K519, K520, K521, K522, K523, K524, K525, K526, K527, K528, K529, K530, K531, K532, A022, A023, A024
		<b>TARGET:</b> Entry NAF Contracting Specialists	
		<b>Introduction to Contracting</b> U.S. General Services Administration Interagency Training Center Arlington, VA 22215-0608 (4 weeks) OR <b>Contracting Fundamentals - Army Correspondence Course (CON 101)</b> Army Institute for Professional Development U.S. Army Training Support Center Newport News, VA 23628-0001	K502, K503, K505, K508, K509, K511, K512, K513, K514, K515, K516, K517, K518, K519, K520, K521, K522, K523, K524, K525, K526, K527, K528, K529, K530, K531, K533, A022, A023, A024
		<b>TARGET:</b> Entry NAF Contracting Specialists, Information Services Officers	

**Effective Army Writing**  
Local CPO/on site (1 week)

A006

**TARGET:** All

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
<b>ENTRY/ TRAINEE</b>	NF 3 GS 5-7	RECOMMENDED, PRIORITY 3:  <b>Standard First Aid and Basic CPR</b> Local CPO or American Red Cross  <b>TARGET:</b> All	K113
<b>SPECIALIST</b>	NF 4 GS 9-12	MANDATORY, PRIORITY 1:  <b>Supervisor Development Course-Correspondence</b> (local CPO on-site supplement) Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA  <b>TARGET:</b> New Supervisors	A003, A004, A005, A007, A008, A012, S001, S002, S003, S004, S005, S006
		<b>Leadership Education and Development Course</b> Center for Army Leadership Fort Leavenworth, KS, or on-site locally (1 week)	A003, A004, A005, A007, A008, A012





RECOMMENDED, PRIORITY 3:

**Contracting Officer's Representative Course (COR)** K407, K520, K521,  
U.S. Army Logistics Management College K523, K524, K526  
Fort Lee, VA (1 week) or General Services  
Administration Regional Training Site

**TARGET:** Marketing Specialists,  
NAF Contracting Specialists

<u>CAREER</u> <u>PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
<b>SPECIALIST</b>	NF 4 GS 9-12	RECOMMENDED, PRIORITY 3:  <b>Information Resource Management Course</b> U.S. Army Management Engineering College Rock Island, IL (1 week)	K1202, K1203, K1206, K1207, K1208, K1210, K1211
		<b>TARGET:</b> Information Services Officers	
<b>MANAGERIAL</b>	NF 4-5 GS 12-14	MANDATORY, PRIORITY 1:  <b>Manager Development Course-Correspondence</b> Army Institute for Professional Development U.S. Army Training Support Center	K001, K016, K017, K018, K019, K020, K021, A002, A004,

Fort Eustis, VA

A006, A010, A011,  
A012, A013, A014,  
A015

**TARGET:** New Managers

MANDATORY, PRIORITY 2:

**Organizational Leadership for Executives**

Center for Army Leadership  
Fort Leavenworth, KS (2 weeks)

K018, K021, A002,  
A003, A004, A009,  
A010, A011, A013,  
A014, A015, A019

**TARGET:** New Managers

**Division Chiefs' Course (Services break-out session)**

Community and Family Support Training Center  
Falls Church, VA (3 weeks)

K001, K003, K005,  
K006, K008, K009,  
K011, K012, K016,  
K017, K018, K019,  
K020, K021, K101,  
K102, K103, K105,  
K111

**TARGET:** Services Division Chiefs

**CAREER**

**PHASE**

**GRADE**

**TRAINING/RECOMMENDED SOURCE**

**COMPETENCIES**

**MANAGERIAL** NF 4-5  
GS 12-14

MANDATORY, PRIORITY 2:

**Automated Information Systems Management for Executives**

Department of Defense Computer Institute  
Washington Navy Yard, Washington, DC (1 week)

K1203, K1208, K1210

**TARGET:** Information Services Officers

**Personnel Management for Executives**

Army Center for Civilian Human Resource

A002, A004, A006,  
A010, A011, A012,

Management (Taught at regional training sites)(1.3 weeks)	A013, A016, A017, A019, A020
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**TARGET:** Managers (To be scheduled after several years of managerial experience)

<b>Cost/Price Analysis</b>	K512, K528, K529
Community and Family Support Training Center Falls Church, VA (1 week)	

**TARGET:** NAF Contracting Specialists (With a requirement for a Warrant)

<b>Contract Law</b>	K520, K521, K522, K523, K524, K525, K526
Community and Family Support Training Center Falls Church, VA (1 week)	

**TARGET:** NAF Contracting Specialists (With a requirement for a Warrant)

<b>CAREER PHASE</b>	<b>GRADE</b>	<b>TRAINING/RECOMMENDED SOURCE</b>	<b>COMPETENCIES</b>
<b>MANAGERIAL</b>	NF 4-5	RECOMMENDED, PRIORITY 3:	
	GS 12-14	<b>Contracting for Architect/Engineer Services</b> U.S. General Services Administration Interagency Training Center Arlington, VA 22215-0608 (5 days)	K518, K530

**TARGET:** NAF Contracting Specialists (With a requirement for a Warrant)

**Construction Contracts**

K518, K530

Community and Family Support Training Center  
Falls Church, VA (1 week)

**TARGET:** NAF Contracting Specialists

**ADP Contracting**

K519, K1203

U.S. General Services Administration  
Interagency Training Center  
Arlington, VA 22215-0608 (5 days)

**TARGET:** NAF Contracting Specialists  
Information Services Officers

**Contracting for Services**

K518

U.S. General Services Administration  
Interagency Training Center  
Arlington, VA 22215-0608 (5 days)

**TARGET:** NAF Contracting Specialists

<b><u>CAREER PHASE</u></b>	<b><u>GRADE</u></b>	<b><u>TRAINING/RECOMMENDED SOURCE</u></b>	<b><u>COMPETENCIES</u></b>
<b>MANAGERIAL</b>	NF 4-5	RECOMMENDED, PRIORITY 3:	
	GS 12-14	<b>Army Installation Management Course</b> Army Logistics Management College Fort Lee, VA (3 weeks)	K001, K002, K111, A012
		<b>TARGET:</b> Managers	
		<b>Writing Effective Budget Justification</b> OPM Regional Training Centers (1 week)	K008
		<b>TARGET:</b> Managers	
		<b>Budget Presentation and Justification</b> OPM Regional Training Centers (1 week)	K009
		<b>TARGET:</b> Managers	
		COMPETITIVE PROFESSIONAL DEVELOPMENT	
		<b>Army Management Staff College</b> Fort Belvoir, VA (14 weeks)	K001, K018, K019, K020, K021, K022, K111, K112, A002, A005, A006, A012, A015
		<b>TARGET:</b> NF 4-5, GS 12-14 (GS 15 may apply by exception)	
<b>EXECUTIVE</b>	NF 5-6	MANDATORY, PRIORITY 1:	
	GS 13-15	NONE	K001, K018, A002

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
<b>EXECUTIVE</b>	NF 5-6 GS 13-15	MANDATORY, PRIORITY 2:	
		<b>Director, Personnel and Community Activities Course</b>	K001, K003, K005, K006, K007, K008, K009, K012, K013, K016, K017, K018, K019, K020, K021, A001, A002, A003, A004, A005, A006
		Community and Family Support Training Center Falls Church, VA (3 weeks)	
		<b>TARGET:</b> Senior MWR Managers	
		<b>Labor Negotiations Seminar</b> Army Center for Civilian Human Resource Management Lancaster, PA (3 days)	A012, S001, S003, S006,
		<b>TARGET:</b> Senior MWR Managers	
		RECOMMENDED, PRIORITY 3:	
		<b>Executive Seminar in Acquisition</b>	K501
		U.S. General Services Administration Interagency Training Center Arlington, VA 22215-0608 (3 days)	
		<b>TARGET:</b> NAF Contracting Specialists	
		<b>Strategic Planning</b>	A012
		U.S. Army Management Engineering College Rock Island, IL (3 days)	

**TARGET:** Senior MWR Managers

**Labor and Employee Relations and Equal Opportunity for Executives**  
 Army Center For Civilian Human Resource Management  
 Lancaster, PA (4 days)

A012, S001, S003, S006

**TARGET:** Senior MWR Managers

**CAREER  
PHASE**

**GRADE**

**TRAINING/RECOMMENDED SOURCE**

**COMPETENCIES**

**EXECUTIVE**

NF 5-6  
 GS 13-15

RECOMMENDED, PRIORITY 3:

**Total Quality Management for Executives**  
 U.S. Army Management Engineering College  
 Rock Island, IL (2 days)

K018, K019, K022  
 A012

**TARGET:** Senior MWR Managers

COMPETITIVE PROFESSIONAL DEVELOPMENT

SENIOR SERVICE COLLEGES:

**National War College**  
**Army War College**  
**Industrial College of the Armed Forces**  
 Fort McNair, VA (1 year)

A001, A002, A003, A004, A005, A006, A007, A008, and knowledge of issues associated with national security

**TARGET:** Senior Managers (GS 14-15) and NF equivalent

**SENIOR  
EXECUTIVE**

NF 6

MANDATORY, PRIORITY 1:

**Center for Creative Leadership -**

A004

**Leadership Development Program**  
Greensboro, NC (1 week)

**TARGET:** New NF 6



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